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## Investigating the Business Performance of Public and Private Banks Based on Professional Ethics Management Model (Case Study: Northwestern Banks of Iran)

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### Abstract

The purpose of this study is to investigate the business performance of public and private banks based on the professional ethics management model in northwestern banks in Iran. The present study was descriptive in terms of performance, quantitative-qualitative in terms of implementation method and cross-sectional in terms of time. The methods of data collection for compiling the theoretical foundations and research literature and backgrounds were library and the method of data collection was survey. First, by studying the sources, indicators related to professional ethics were extracted, and then, to measure and evaluate the situation of public and private banks, questionnaires of regulation and distribution were collected. The statistical population of the study includes branch experts in the northwestern region of the country, which is 2249 in the public banking system and 1566 in the private banking system. The sample size of branch experts in the northwestern region is 134 for the state banking system and 94 for the private banking system. Due to the unlimited number of customers, 384 customers were selected as the statistical population, of which 192 people were selected from each bank.

The CVR for professional ethics management and business performance promotion questionnaires was 0.73 and 0.60, respectively. The results showed that Cronbach's alpha coefficient for both questionnaires is more than 0.7. Exploratory factor analysis, correlation and t-test were used to evaluate the results. The results showed that there is a relationship between management based on professional ethics and business performance from the respondents' point of view and the level of belief in professional ethics management in private banks was higher than government banks.

**Keywords:** business performance, public and private banks, professional ethics management

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### 1- Introduction

Today's organizations, in order to gain and maintain competitive advantage and effectiveness, have paid close attention to the ethical dimensions of business. Among these, professional ethics is considered as a very important category in organizations (Shirazian et al. 1396) that in accordance with each organization, the professional ethics procedure specific to that organization should be designed and explained (Tahmasebi Notarki, 1398). Professional ethics is a set of principles that determine the behavior of individuals and groups. In fact, professional ethics is the process of rational thinking that aims to determine the values of the organization. But the

financial role of banks on economic has caused more reliance directly on the financial reports and situations (BOZDOĞAN, & ERDOĞAN, 2020) for performance evaluation and indirectly to indexes such as technology readiness which also related to financial performance, too (Andrade, & Angelo, 2020).

Principles of professional ethics have a high burden and value, the observance of which is very important in highlighting social norms, and this requires a basic knowledge of these principles. Professional ethics management also means identifying and prioritizing ethical values to guide organizational behavior. By creating an ethical management program, organizations will be able to manage the observance of ethical values in the workplace and maintain the ethical performance of the organization in turbulent conditions (Ayvazlou and Qelij, 2013).

In unethical organizations, even equipping people with science and knowledge will only result in complicating and advancing problems, and people will become thieves with lights (Sahraei, 2007). Many successful companies feel the need to develop an ethical strategy and believe that an ethical culture should permeate the organization. Therefore, they have tried to give a special place to research on professional ethics. When we move from the personal to the business field, work ethic or work ethic comes up, such as medical ethics, teaching ethics, engineering ethics and engineering ethics. Mobini et al. 1393).

All of this has led the researcher to wonder how a bank can be ethical and predictable. In this case, banks must be committed and responsible, that is, their interests are directly dependent on the interests of customers and all their resources and facilities to serve customers in a real and honest way, and since the sense of responsibility and responsibility has ethical dimensions. , So customer orientation is also a matter of ethics.

The customer in the bank must experience honesty, trustworthiness and honesty. These cases can be clearly achieved subject to professional ethics and observance of professional ethics in the workplace. Trust, loyalty and commitment is a process that the customer cares about. To increase the credibility of customers in a principled marketing, we must be able to prove our loyalty and the customer must be completely satisfied with our services (Rafiei, 1393).

But unfortunately, in our country, customer orientation and respect for the customer or respect for the client, has been reduced from the level of moral ideals to the level of advertising slogans and only hypocrisy and ostentation remains. Is (Nowruz, 2016). In line with the above, the need to pay attention to the issue of professional ethics in banks, which are the main and important drivers of the country in the development and success of companies and individuals, is felt more than ever and given the current economic situation.

And it is very clear that if the resources (human and equipment) in the banking system, whether public or private, are equipped with moral character, professional ethics, and the management of professional ethics of existence is institutionalized and expanded, it will bring many benefits.

Accordingly, the purpose of this study is to investigate the business performance of public and private banks based on the professional ethics model (Case study: Northwestern banks in Iran).

## **2- Theoretical foundations of research**

### **2-1 Professional ethics management**

Professional ethics can be considered the application of ethical principles in life and professional relationships. The main question of professional ethics can be posed as follows: "How should we behave in our professional and work relations in order to observe professional ethics?" (Deilmi, 1387).

Professional ethics is a branch of applied ethics. In professional ethics, there are two traditional and new approaches. The traditional approach is the human resource management approach to professional ethics, which focuses on the ethical responsibilities of individuals in jobs and professions, and the new approach that has become popular in recent decades is the strategic management approach to professional ethics. In this approach, the responsibility of the organization with a systemic approach is considered (Bekzad et al., 2011).

Professional ethics means finding an executive mechanism to turn general ethical principles and theories into an administrative and organizational environment that is more concerned with the needs and harms of the workplace and society. Professional ethics is a set of ethical actions and reactions that are adopted by organizations to professional associations to provide the most desirable possible social relationships for its members in the performance of professional duties (Salamati, 2004). Professional ethics is one of the most effective internal controls or self-control. Promoting professional ethics has many benefits for the organization. These include improving relationships, increasing understanding of the environment and reducing conflicts, increasing employee commitment and responsibility, and reducing control costs. Professional ethics The organization's ethical responsibilities to the internal and external environment, and this is distinct from labor law, while labor law is also present in it.

Principles of decent and efficient ethics are prerequisites for effective strategic management and these principles lead to the creation of an efficient institution or organization (Amiri et al., 2010). Camp Bell (2013). Thus, professional ethics can be defined as "a set of accepted ethical actions and reactions that - in order to maximize the quality and desirability of social interactions of people working in organizations - are prescribed by relevant institutions or professional associations" ( Yaqin Lou et al., 2010). Professional ethics is the responsibility of an individual to his or her individual behavior, merely as a human being, and professional ethics is the responsibility of an individual to his or her professional and professional behavior as the owner of a profession or organizational position (Porter, 2011).

Professional ethics deals with ethical issues and questions and the ethical principles and values of a professional system. And oversees ethics in the professional environment. Professional ethics is the commitment of the mental, psychological and physical energy of the individual or group to a collective idea in order to acquire the inner strengths and talents of the group and the individual for development (Ghanbari et al., 2015).

One researcher divides the factors influencing professional ethics into three aspects:

- Individual aspect: ie personal characteristics, religious values, personal criteria, family factors and personality are among the factors affecting professional ethics from an individual aspect. Most likely, a person who lacks morally competent personal qualifications will not meet the appropriate professional ethics standards.
- Organizational aspect: Factors such as leadership, management, communication with colleagues, communication with subordinates of superiors, system of encouragement and punishment, expectations of colleagues, rules and regulations and procedures, organizational climate and culture are in this area. It is obvious that the undesirability of these factors will be a threat to professional ethics (Sanei et al., 2013)
- Environmental aspects: Economic, social, political factors as well as competitive factors between other organizations are among the factors affecting professional ethics (Ziwents, 2013).

## **2-2 Duties of managers in promoting professional ethics management in the organization**

One of the main concerns of efficient managers at different levels is how to create a suitable environment for human factors working in all professions to work with a sense of responsibility and full commitment to issues in society and their profession, and the ethical principles governing the job and Observe your profession.

Considering the positive effects of professional ethics, it can be said that one of the most important key factors for the success of organizations is professional ethics. The more professional ethics in organizations are considered by managers and employees, the more successful the organization will be in achieving the predicted goals (Eskandari et al., 2014). Today, the principles of professional ethics are a prerequisite in the management of organizations.

We consider professional ethics as a knowledge and if we create and support it based on a logical and rational way of life, if we accept that the functions of management are literally related to responsibility and accountability and take responsibility from adhering to ethical principles. To know the source.

Weakness in the ethics system leads to reduced communication and increased organizational losses. "If the manager lacks good manners or is not honest, it ruins the spirit and life of the

organization," says Peter Drucker of the importance of ethics for managers, especially top managers. Weak ethics in the organization closes the eyes of the organization to the wavering environmental realities and makes any set vulnerable and backward (Beikzad et al., 2011).

An ethics expert named Penio believes that professional ethics management is a branch of ethics that studies the relationship between jobs, expresses the organization's ethical responsibilities, recognizes and solves ethical issues in various professions and businesses (Pride, 1396).

Today, the increasing complexity of organizations and the increase in the number of immoral and illegal activities in the workplace, has required the attention of managers and leaders to create and maintain professional ethics, social responsibility and social accountability in all organizations (Rahimnia et al., 2011).

Professional ethics is one of the areas of knowledge management in organizations and social capital today. Its absence leads to the destruction of the economy and business. Also, in universities, according to professional ethics, they increase job conflict, increase effort and reduce staff leave, and as a result, increase university productivity (Zabani Shad et al., 2017).

Professional ethics in banking is an integral part of the banking industry that leads to full respect for the human rights of individuals, employees, customers and all stakeholders in a healthy competitive environment and its most important examples: responsibility and accountability, integrity, reliability, compatibility Complete with all banking regulations and transparency.

Professional ethics, in addition to facilitating the goals of the banking system and significantly reducing internal and external conflicts, on the one hand promotes the quality and quantity of customer service and on the other hand leads to calm and confidence of shareholders in increasing profits and halal livelihoods. Turns.

Respect for the rules of the banking industry helps to improve the quality of life of people in the community. Banking ethics thinking is growing rapidly among the world's banks. Ethical bankers not only work to meet the needs of their customers, but also help meet the needs of society. The monetary resources of a bank are based on ethics, the bank's capital and the savings of customers who are involved in the real activities of the economy. This bank never uses dirty money and funds obtained from illegal activities (Ayvazlou et al., 2013).

Bankers who act ethically not only meet the needs of their customers but also help meet the needs of society. This definition of ethical banking does not mean charitable action; it stems from the view that charity is a part of life and one of the basic principles of efficiency (Captain, 2007).

Professional ethics refers to characteristics such as valuable duties, professional competence, as well as a set of norms that in both the ethics and behavior of professionals should be applied daily in their work. In other words, professional ethics is the ethics of professional life or work

ethics and the characteristics of professional ethics are the dominant characteristics in the profession (Fazeli et al., 2012).

### **2-3 Business and Banking Performance Management**

Performance is one of the most important structures discussed in managerial research and is undoubtedly the most important measure of success in commercial companies. But in general, there is still no complete consensus among experts as to what the variables and performance indicators are.

Holly et al. (2005) introduce business performance including customer performance (customer satisfaction and customer loyalty), market performance (sales volume and high market share) and financial performance (profit, profit margin and return on investment compared to competitors). And to measure business performance, you must measure these three functions (customer performance, market performance and financial performance) (Aghazadeh et al., 2008).

Sein et al. (2005) used seven indicators to measure business performance in the form of two categories of marketing performance and financial performance. Marketing performance includes: customer return, customer satisfaction and customer trust. Financial performance includes: return on investment, return on sales, sales growth and market share (Aghazadeh et al., 2008).

Harris and Moss Schulder (1996) propose two criteria for measuring performance: objective criteria and subjective criteria. Objective performance metrics are metrics that are measured quite realistically based on objective data, including objective returns such as return on assets, return on equity, return on investment, and earnings per share. Mental criteria are formed based on the judgment of stakeholders, such as customer satisfaction, employee satisfaction, success in offering new products, etc. (Khaef Elahi et al., 2006).

Ardabili (2011) proposed multi-criteria fuzzy decision making model for performance evaluation of bank staff departments and presented a new methodology. The dimensions of this model were principally based on Balance Score Card model. In this research through combination of MCDM, BSC, and Fuzzy methods, performance appraisal indicators were extracted and provides as a model for banks.

Performance appraisal is the process of identifying areas for improvement within a system and determining whether activities should continue or be re-engineered. In general, performance appraisal can be considered as a measure to improve the effectiveness of the chain and understand the continuous flow of resources within it (Wang, 2007) with the aim of producing products at a lower cost, timely delivery of the product to the customer and ultimately increase customer satisfaction (Chang, 2019).

In its studies, Garvey has maintained business performance and performance strategies in detail. He suggested performance metrics including quality, cost, on-time delivery, service, and flexibility. Since he has studied the impact of planning strategies on the internal efficiency of the organization, he has examined the performance measurement indicators from the operational point of view to examine the efficiency of the organizational business by financial efficiency variables, customer response rate, diversity and flexibility, market share and product quality. (Shafiee Nikabadi et al., 2012).

In the present era, due to the competition between banks and financial institutions to attract more resources, mastering the components that affect the provision of financial resources has become particularly important. Attracting financial resources, in addition to being the most important mission of the bank, has an important effect on the proper regulation of money circulation and the establishment of a correct monetary and credit system in line with long-term and short-term plans of the country (Hedayati et al., 2004).

The success or failure of the bank cannot be imagined far from the performance of managers. A bank can be successful by taking advantage of competent managers, various tools and its existing facilities and potential in order for the collection to succeed. Factors that lead to the success of the bank are the use of information technology, marketing, customer orientation in its true sense and avoidance of carrying this slogan. Bank managers must be able to identify new market opportunities, and to achieve this ability, experts and specialists must be at the service of the collection. With the benefit of qualified managers and educated human resources, banks can have a constant relationship with customers and the market, and by creating changes and transformations, put the society under the microscope.

In the new management system, there are three dimensions of strategy, focus approval and organization. This is a strategy that subsequently leads to operational levels such as performance, customer satisfaction, social performance, trust and acceptance, environmental performance, finance, and its goals and results. Some banks have been able to use such policies to be in the top position of the country's banking system (Abbasgholipour, 2010).

### **3- Research Methods**

The present study was descriptive in terms of performance, quantitative-qualitative in terms of implementation method and cross-sectional in terms of time. The methods of data collection for compiling the theoretical foundations and research literature and backgrounds have been library. The method of data collection to obtain answers to questions through relevant statistical analysis has been a survey (field) method. First, by studying the sources on the system of professional ethics and models of professional ethics, indicators related to professional ethics have been extracted.

To measure and evaluate the situation of public and private banks in observing professional ethics and to consider the business performance approach from the customers' point of view, questionnaires were drawn, adjusted, distributed, collected and professional ethics in accordance with professional ethics models. The two systems have been evaluated. The statistical population of the study includes branch experts in the northwestern region of the country, which is 2249 people in the public banking system and 1566 people in the private banking system. The sample size of branch experts in the northwestern region of the country is 134 for the public banking system and 94 for the private banking system. Due to the unlimited number of customers, 384 customers were selected as the statistical population, of which 192 people from each bank were selected as the statistical sample.

In the present study, 30 people completed the initial questionnaire, so the CVR for professional ethics management and business performance promotion questionnaires was 0.73 and 0.60, respectively. Cronbach's alpha method was used to measure the reliability of the questionnaires. The results showed that the alpha coefficient for both questionnaires is more than 0.7. Exploratory factor analysis, correlation and t-test were used to evaluate the results.

#### 4- Findings

First, the components of professional ethics management and business performance have been identified in public and private banks by studying the relevant texts and literature and interviewing the branch affairs management in the four northwestern provinces of the country.

Table 1: Extractive factors of business performance variables (Source: Researcher Studies)

Row	factors	averages
1	Customer Satisfaction	100
2	Employee Satisfaction	100
3	Continuous and constructive relationship with customers	100
4	levels of cooperation between employees	96.7
5	Alignment with market changes	93.3
6	Better Performance Among Competitors	96.7
7	High return on investment	86.2
8	more shares of the market	50
9	Efficiency and effectiveness of branches	96.7
10	Having a competitive advantage	96.7
11	Continuous innovation in service delivery	90
12	Continuous training of employees	96.7
13	Environmental Analysis and Recognition of Opportunities and Threats	96.7
14	Trust in the banking network	96.7
15	Deposit interest rate	86.7
16	Protection laws and regulations	70



17	Optimal resource allocation	96.7
18	Continuous Performance Evaluation	96.7
19	Number of loyal customers	93.3
20	Customer Citizenship Behavior	90
21	Risk Management	96.7
22	Cost Management	100
23	Deferred receivables	93.3

Based on studies and citing the research literature and conducting interviews and descriptive statistics analysis, the average of a total of 23 items have been identified. By performing exploratory factor analysis on 23 variables, 4 factors were identified as the main factors, which were named as the following table according to the literature review. According to the results obtained from the research data, the specific values of the extractive factors by rotation for the variables related to business performance remain in the analysis in 4 factors. These four factors can explain approximately 84% of the variability (variance) of variables.

**Table 2: Extraction subscription values after rotation**

Components	Extractive subscription
Customer performance	0.576
Intra-organizational performance	0.632
Market performance	0.876
Financial performance	0.655

On the other hand, Pearson correlation test between business performance and professional ethics was performed and the results showed that there is a positive and significant relationship with an intensity of 0.63. There is also a significant relationship between all components of two variables of business performance and professional ethics.

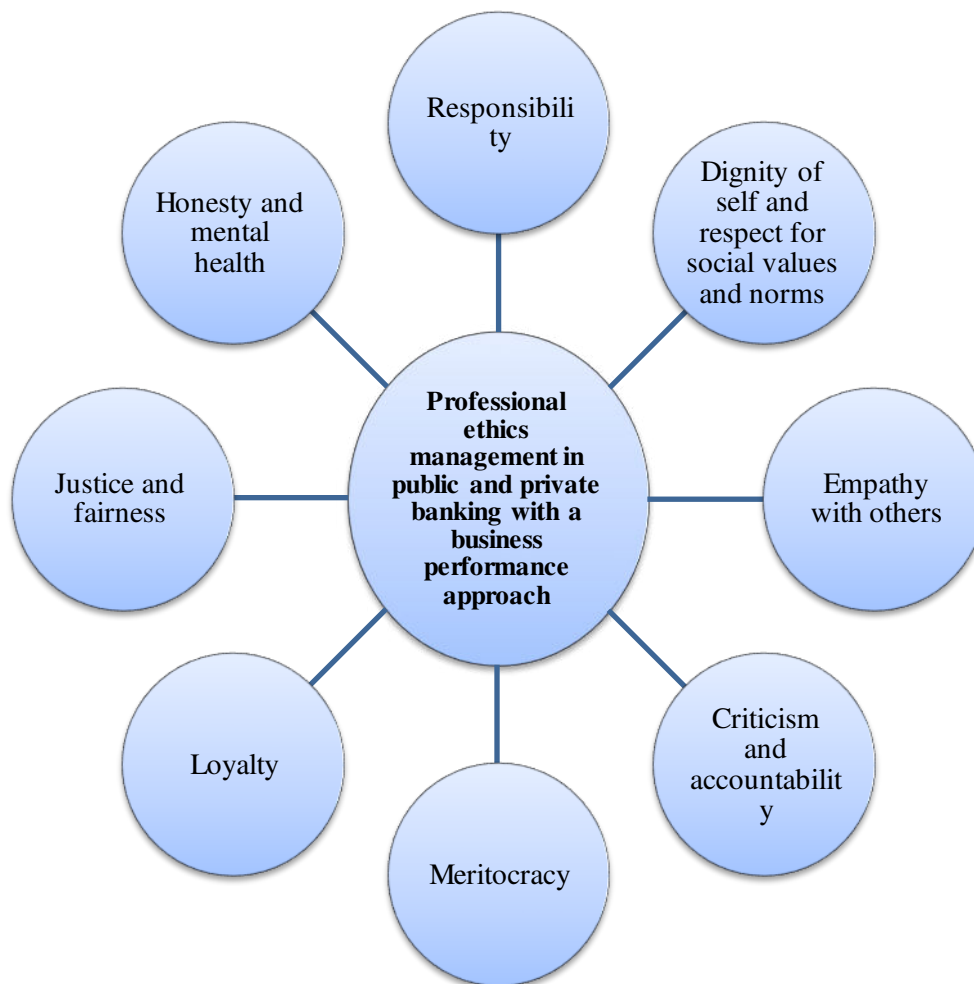


Figure 1: Professional ethics management model in banking systems (public and private) based (on business performance (Source: Research Findings

Table 3: Business performance status of state-owned banks based on professional ethics model from customers' point of view

Row	Components	Average	The standard deviation	T	Sig
1	The level of responsibility of bank employees	2.75	1.136	10.65	.000
2	Honesty and mental health	2.73	.895	8.35	.000
3	Justice and fairness in the bank	2.81	1.365	10.96	.000
4	Loyalty in this bank	2.76	1.056	9.45	.000
1	Merit in the bank	2.63	1.168	10.98	0.000
2	Criticism and accountability among bank	2.77	1.065	10.21	0.000

	employees				
3	Employees' empathy with others	2.80	.914	8.41	0.000
1	Dignity and respect for values and social norms by employees	2.09	1.315	10.85	0.000
Conceptual mean or midpoint of the questionnaire spectrum (3)					

The results indicate that the value of t-statistic is significant for all components of the research at the confidence level of 0.95. Therefore, it can be said that the components of research are lower than the conceptual average. Therefore, in the eyes of customers, the business performance of state-owned banks based on the professional ethics model is in a low position.

Table 4: Business performance of private banks based on professional ethics model from customers' point of view

Row	Components	Average	The standard deviation	T	Sig
1	The level of responsibility of bank employees	2.97	1.854	11.46	.000
2	Honesty and mental health	2.91	1.265	10.63	.000
3	Justice and fairness in the bank	2.99	1.652	10.96	.000
4	Loyalty in this bank	3.02	.745	8.35	.000
1	Merit in the bank	2.89	1.395	10.96	0.000
2	Criticism and accountability among bank employees	2.93	1.815	11.32	0.000
3	Employees' empathy with others	3.04	.965	9.02	0.081
1	Dignity and respect for values and social norms by employees	2.29	1.462	11.14	0.000
Conceptual mean or midpoint of the questionnaire spectrum (3)					

The results indicate that the value of t-statistic for all components of the research except the components of loyalty in the bank and employees' empathy with others at the level of confidence / 95. It is significant, so it can be said that the components of research are lower than the conceptual average.

Therefore, from the customers 'point of view, the commercial performance of private banks based on the professional ethics model is in a low position and the components of bank loyalty and employees' empathy with others are not significantly different from the conceptual average and are slightly higher than average.

Table 5: Business performance status of state-owned banks based on professional ethics model from the perspective of experts

Row	Components	Average	The standard deviation	T	Sig
1	The level of responsibility of bank employees	3.62	1.80	12.95	.000
2	Honesty and mental health	3.61	1.86	13.58	.000
3	Justice and fairness in the bank	3.73	1.72	12.16	.000
4	Loyalty in this bank	3.31	1.69	12.11	.000
1	Merit in the bank	3.03	1.42	11.56	.000
2	Criticism and accountability among bank employees	3.47	1.23	11.29	.000
3	Employees' empathy with others	3.71	1.65	11.85	.000
1	Dignity and respect for values and social norms by employees	3.28	1.12	10.98	.000
Conceptual mean or midpoint of the questionnaire spectrum (3)					

The results indicate that the value of t-statistic for all components of the research is at the 95% confidence level. It is significant, so it can be said that the components of research are larger than the conceptual average. Therefore, it can be said that according to experts, the business performance of state-owned banks based on the professional ethics model is in good condition.

Table 6: Business performance of private banks based on professional ethics model from the perspective of experts

Row	Components	Average	The standard deviation	T	Sig
1	The level of responsibility of bank employees	4.06	1.99	12.63	.000
2	Honesty and mental health	3.85	1.65	13.73	.000
3	Justice and fairness in the bank	4.23	2.35	14.68	.000
4	Loyalty in this bank	3.67	1.79	13.82	.000
1	Merit in the bank	3.15	1.19	15.63	.000
2	Criticism and accountability among bank employees	3.67	1.35	12.31	.000
3	Employees' empathy with others	4.01	2.01	14.56	.000
1	Dignity and respect for values and social norms by employees	3.52	1.76	13.81	.000
Conceptual mean or midpoint of the questionnaire spectrum (3)					

The results indicate that the value of t-statistic for all components of the research is at the 95% confidence level. It is significant, so it can be said that the components of research are larger than

the conceptual average. Therefore, it can be said that according to experts, the business performance of private banks based on the professional ethics model is in a good condition.

Table 7: Independent t-test comparing the attitudes of public and private bank customers

Components	Bank type	Average	T	Sig
The level of responsibility of bank employees	Government	3.01	14.21	0.000
	private	3.98		
Honesty and mental health	Government	3.03	15.65	0.000
	private	3.87		
Justice and fairness in the bank	Government	3.20	13.85	0.000
	private	3.90		
Loyalty in this bank	Government	3.11	16.54	0.000
	private	3.67		
Merit in the bank	Government	3.14	12.64	0.000
	private	3.86		
Criticism and accountability among bank employees	Government	3.22	11.57	0.000
	private	3.93		
Employees' empathy with others	Government	3.26	11.65	0.000
	private	3.75		
Dignity and respect for values and social norms by employees	Government	3.16	12.65	0.000
	private	3.66		

The results of statistical test show that the level of significance obtained for all research variables is less than the standard level. And the opinions of customers of private and public banks are significantly different from each other. And the customers of private banks have a positive attitude compared to state-owned banks, in other words, they believe in the level of responsibility of bank employees, honesty and mental health, justice and fairness in the bank, loyalty in this bank, merit in the bank, criticism and accountability. Bank Employees Employees' empathy with others and self-respect and respect for social values and norms are more common among employees of private banks than state-owned banks.

Table 8: Independent t-test comparing the attitudes of public and private bank experts

Components	Bank type	Average	T	Sig
The level of responsibility of bank employees	Government	3.74	16.29	0.000
	private	4.12		
Honesty and mental health	Government	3.96	14.65	0.000
	private	4.16		
Justice and fairness in the bank	Government	4	12.45	0.000
	private	4.35		
Loyalty in this bank	Government	4.01	15.26	0.000

	private	4.53		
Merit in the bank	Government	3.96	13.38	0.000
	private	4.47		
Criticism and accountability among bank employees	Government	3.96	14.27	0.000
	private	3.36		
Employees' empathy with others	Government	4.03	16.72	0.000
	private	4.52		
Dignity and respect for values and social norms by employees	Government	4	11.98	0.000
	private	4.62		

The results of statistical test show that the level of significance obtained for all research variables is less than the standard level and the opinions of experts in private and public banks are significantly different from each other.

Experts in private banks have a positive attitude compared to state-owned banks, in other words, they believe in the level of responsibility of bank employees, honesty and mental health, justice and fairness in the bank, loyalty in the bank, meritocracy in the bank, criticism and accountability among employees. Banking and employees' empathy with others and self-respect and respect for social values and norms are more common among employees of private banks than government banks.

## 5- Conclusion

In today's organizations, professional ethics has been considered as a very important category in order to gain and maintain competitive advantage and business effectiveness. So that at the individual level, ethics reflects the personality of the individual and this ethics is a profession that promotes the person in a desirable way, both in society and among his colleagues, and at the organizational level, according to Elias et al. (2020) Ethics is very important for drawing the organizational perspective and also its relationship with sustainable organizational growth.

Therefore, professional ethics increases productivity, improves communication and reduces the degree of risk, because when professional ethics prevails in the organization, the flow of information is easily facilitated and the manager is informed before the incident.

The purpose of this study is to investigate the business performance of public and private banks based on the professional ethics model (Case study: Northwest Banks of Iran). First, the components of professional ethics management and business performance have been identified in public and private banks by studying the relevant texts and literature and interviewing the branch affairs management in the four northwestern provinces of the country.

Variable factors of professional ethics management were identified based on researcher studies and citing research literature and conducting interviews with 30 experts, ie branch affairs management and analysis of descriptive statistics, a total of 28 items were identified. Also, a total of 23 items were identified for the factors of business performance. Eight factors were identified as the main factors, which according to the literature review, including responsibility, honesty and mental health, justice and fairness, loyalty, meritocracy, criticism and accountability, empathy with others and self-respect and respect for the relationship. To social values and norms.

According to factor analysis on 23 variables, four factors were identified as the main factors, which according to the literature review are customer performance, in-house performance, market performance and financial performance.

In order to validate the proposed model, the opinions of 30 professors of management, universities and higher education centers were used. Their views on the validity of the average opinions of management professors were compared to the validity of the model of 4.44 out of 5, which is equal to 87.4%. This indicates that the proposed model has a very high degree of validity.

Since the results of other studies show that mostly ethical banks are not profit-oriented, it seemed that the views of employees and customers of private banks on this issue may be similar to the views of employees and customers of banks. Government is different; Because of the nature of private banks, the main goal of these banks is to make more profit.

However, the results showed that there is a relationship between professional ethics management and business performance from the respondents' point of view and the level of belief in professional ethics management in private banks was higher than government banks. In explaining this issue, it can be said that the banking industry is one of the most important sectors of any economy.

Because banks are considered as intermediaries of monetary resources along with the stock exchange and insurance are the main pillars of financial markets. Thomas et al. (2002) believe that one of the important aspects that affect the customer's mental image is the observance of ethical standards and professional ethics management by banking service providers.

Therefore, in evaluating the whole model, it can be stated that the variable of professional ethics management has predictive power for business performance. According to Kelly (2012), the need to pay attention to the growth of organizational complexity, increasing labor regulations and the complexity of the target market, reveals the existence of professional ethical behavior and requires the country's banks to adhere to the principles of professional ethics.

Given the results of the study and the fact that the component of criticism and accountability is weaker, creating internal commitment to the results of processes in the organization, adopting strategies and strategies for receiving feedback from customers and employees by bank managers, looking at criticism as an opportunity And creating and promoting a culture of accountability and accountability among bank employees is suggested.

Also regarding the component of self-esteem and respect for social values and norms, institutionalization of organizational and social values and norms by bank decision makers and planners, management of professional ethics in the organization by strategic managers and creating an efficient platform and structure to honor and Respect for the client is recommended in banks.

In order to improve the component of justice and fairness, creating a correct and fair evaluation system in terms of efficiency and effectiveness of employees, paying benefits and bonuses based on merit and skills of employees and observing the principle of fairness and equity in employees' welfare is recommended. Accountability, strengthening the spirit of participation in the implementation of organizational and citizenship rights, and strengthening the spirit of self-control and self-management in employees are suggested.

## 6- References

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